

Mayor's Service Center Task Force



FINAL REPORT

October 21, 2005

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SECTION I: INTRODUCTION

BACKGROUND

Prior to 2002, Maui County residents having to interact with either the Real Property Tax Division or the Division of Motor Vehicles and Licensing in Central Maui were directed to operations housed at the War Memorial Gym Complex in Wailuku. Real Property Tax (RPT) and the Division of Motor Vehicles and Licensing (DMVL) were located in separate offices at the complex. The DMVL was further split into two separate sections. One section dealt with registrations and titles while the other section handled drivers licensing and other miscellaneous tasks.

In 2000, it was determined that the facilities were inadequate for efficient and effective operations. Research conducted by consultants indicated the best course of action would be to create a new centralized operation to house both the RPT and DMVL functions.

The concept of the County of Maui Service Center was embraced by the administration of former Mayor James “Kimo” Apana with the intention to provide a higher level of service to Maui County residents through the centralization of services and functions. Goals of the center were to cross-train employees on all aspects of operations, provide for more efficient processing of transactions, improve the computer systems, allow for a more comfortable atmosphere for customers of both RPT and DMVL, and reduce the overall waiting times for customers.

The level of customer satisfaction with DMVL and RPT, which had been declining even prior to the creation of the Service Center, was anticipated to increase; however, it continued to decrease as the Service Center became more fully utilized and transaction volumes increased. The transfer into the new Service Center, located in the Maui Mall, meant a reduction from a total of 15 service counters for DMVL transactions to 9. The blow of this reduction was somewhat cushioned by establishing a call center so that service representatives no longer had to take phone calls while servicing their customers.

In January 2003, the administration of Mayor Alan M. Arakawa came into office. The administration was tasked with reviewing operations throughout the County of Maui and one area identified as requiring improvement was the Service Center.

It was determined that the Service Center had issues with capacity, training, customer service, and other weaknesses that needed to be addressed. Plans to address a number of these weaknesses were developed and implemented through the assistance of the Mayor and County Council.

In May 2005, it was determined that additional improvements were needed to increase the level of customer service satisfaction. Mayor Arakawa, through his Managing Director, created an advisory committee, the Mayor's Service Center Task Force, to provide recommendations on how to further improve the customer experience. The Task Force was made up of three members of the public, two employees from RPT, two employees from DMVL, two employees from other areas within the County of Maui, the Finance Director and the Managing Director.

MISSION

To work towards improving the Service Center by developing and providing plans of action to the administration that will help streamline operations and increase customer service.

VISION

The Task Force's vision is that the RPT and DMVL will have the capacity to handle daily transactions such that wait times of over an hour will be rare. There will be adequate staff, trained and allocated, to administer driver's road test so that road tests can easily be scheduled with minimum frustrations. There will be satellite offices in our communities to accommodate transactions at locations convenient to the customer.

Staff will have reliable and up-to-date tools which will allow them to handle all transactions at their workstation, regardless of where they may be stationed. Hard copies of paper documents would no longer be necessary.

Transactions that do not require verification of ID or other documents will be done via the Internet and paid for by credit card. For transactions requiring documentation, the customer can input all of the preliminary data via the Internet and pay by credit card prior to going the Service Center. The customers will then take a copy of the preliminary transaction to any one of the offices, provide the required documentation and receive the final product. This is a process that would significantly reduce the "face time" with staff.

Kiosks will be located at the Service Center, satellite offices or throughout the community that would also allow online transactions to be done by those without Internet access.

Customers will see different costs depending on the method of interaction with the DMVL. Those who do self-service via the web will pay the least in processing fees. Transactions by mail will be slightly more expensive and those done in person, without any work pre-done, will be the most expensive.

Funding for DMVL operations will be changed to become a direct fee for service, so that the additional funding will be based on population growth and demand.

There will be substantial education efforts on how to customers may become more efficient users of the various services offered.

SECTION II: METHODOLOGY

The Task Force utilized brainstorming, group meetings, on-site visits, access to resource personnel and a SharePoint website throughout various stages in the development of its findings and recommendations.

The Task Force's free-flowing brainstorming was the main tool in the development of the findings and recommendations and allowed members the opportunity to share all thoughts and ideas regardless of cost, difficulty or impracticality.

The Task Force utilized frequent, regularly scheduled meetings to provide a stable base for discussion and debate. These regular meetings occurred on a semi-monthly basis over a 4 month period.

Site visits were also an important method used to provide insight on daily operations of the Center. These visits allowed members an unprecedented opportunity to witness the Service Center operations firsthand. Processes and procedures, technology, and employees were made available to members to help increase the overall understanding.

The Task Force deliberation included access to resource personnel including the Mr. Lito Vila, the DMVL administrator. Mr. Vila provided a review of initiatives already underway at the inception of the task force, as well as on-going status updates on each initiatives progress. This information was critical to the development of the issues and recommendations of the Task Force.

Additionally, the Task Force utilized a SharePoint website provided by the County. The SharePoint website, the first-time ever used by the County, allowed more opportunities for members to share comments, ideas, make recommendations, provide feedback and work with documents. The level of efficiency gained from the use of this website was tremendous as it allowed us to communicate more effectively.

DEFINITIONS

CTO - Compensatory Time Off - allows the employee to request time off in lieu of receiving overtime as a means of compensation for additional hours worked. This is a union negotiated item.

DMVL - Division of Motor Vehicles and Licensing - a division of the Department of Finance.

FAQ - Frequently Asked Questions

Fleet - a group (as of ships, planes, or trucks) operated under unified control. This relates to commercial operations here within the State and County.

Hawaii Information Consortium - a Hawaii based website developer currently under contract by the State of Hawaii to provide services. This group has developed the online tax collection capabilities for the State as well as other online applications.

Lobby Representative - a staff member assigned to assist customers at the entrance of the Service Center.

MIS - Management Information Systems - a division of the Department of Management.

PIO - Public Information Officer

Queuing System - is the current order processing system which electronically issues numbers to customers at the service center and determines the order they are processed. Queue is defined as a waiting line especially of persons or vehicles.

RPT - Real Property Tax - a division of the Department of Finance.

SC - Service Center

SCTF - Service Center Task Force

SharePoint - a Microsoft developed web site that allows for the online collaboration between members of a team. This tool provides a more efficient and effective means to exchange ideas, comments and suggestions electronically.

SR - Service Representative

USPS - United States Parcel Service

SECTION III: FINDINGS

1. QUEUEING SYSTEM

The Center's current queueing system creates confusion amongst customers. The system is neither user friendly nor intuitive.

Customers entering the Center must first select the service they require. This selection is made at the main entrance to the Center. There are eight choices customers may select from for various types of service. Each selection has its own unique letter/number combination.

The queueing system displays the number being serviced on large, red LED displays located throughout the Center. Numbers are called once a service representative is ready for the next transaction. Customers must wait in the lobby in order to view what letter/number combination is being serviced.

Customers become confused because there seems to be no logic to the letter/number sequence being served next. Customers may have a low letter/number combination ticket; however, this does not necessarily mean the customer will be serviced soon.



Oftentimes, customers with higher letter/number combination tickets are serviced prior to those with lower letter/number combination tickets.

This causes customers to develop the misperception that they have been passed over or they somehow missed their letter/number combination. Misunderstandings occur regularly at the Center and customers often express their frustration with the seemingly illogical operation of the queueing sequence.

RECOMMENDATION

It is recommended that the queueing system remain with modifications which will improve its viability for the public and the DMVL. Changes have already occurred since the inception of the task force.

A lobby representative has been permanently stationed at the information counter specifically for DMVL. The lobby representative now gives the ticket to the customer, ensuring they will be helped correctly. Issuance of unnecessary tickets has been eliminated.

The Task Force recommends the Service Center install separate displays, readable from inside, outside and also at strategic locations in the mall which informs the public of the estimated waiting times for their type of ticket and the current ticket being served. This would give customers an estimate of the duration of the wait and an idea of where they are in line. This information can significantly reduce a customer's frustration.

A large screen with the information from the present system might look like this.

Alpha - Description	# Now Serving	Customers Waiting	Approx. Estimated Wait Time	Approx. Max Wait Time to Now
A - License Renewals & Duplicate	42	21	0:51:06	1:53:54
B - Road Test/payments	178	0	0:00:00	0:00:00
E - Registration	264	28	1:32:34	1:50:16
F - Dealers, Fleet	392	0	0:00:00	0:00:00
G - DMV other	468	18	1:17:24	1:51:28
H - Driver's License - other	0	0	0:00:00	0:00:00
I - Disabled Placards	683	0	0:00:00	0:00:00
J - Safety Check p/u	702	0	0:00:00	0:00:00

The recommendation of eliminating the queuing system and moving to first-come first-served was also considered. Discussions with Mr. Vila revealed that, from prior experiences, it would mean longer waiting times for the public.

The Task Force also recommends the waiting time and current number being serviced be placed on the County website. This would allow customers to view the waiting times and better determine what time to go to the service center.

2. PUBLIC PERCEPTION

The overall public perception of the Center is poor. Customers dread going to the Center to receive the services provided. They oftentimes prepare themselves mentally for a difficult, unfriendly, frustrating and confusing experience prior to arriving at the Center.

Once there, customers, having already prejudged the services they will be receiving, may tend to be in a more negative mindset. They may be forced to wait a length of time to receive service which in turn further reinforces their perception of a poorly operating Center.

RECOMMENDATION

The public perception of being able to be serviced in a reasonable amount of time at the Service Center needs to be seriously addressed. The Task Force, in its deliberation process, recommended the Service Center make certain changes, some of which have already occurred since the inception of the Task Force.

A lobby representative has been permanently stationed at the information counter specifically for DMVL. A live, accessible, and easily recognized person is now available to the public. In addition to improving the queue, the waiting customers are now given pertinent information sooner, rather than waiting to speak to a customer representative at a window. For example, the lobby representative can inform a person if they have all the information to complete a transaction today, instead of finding out when they get to the window that something is missing. Also, the option of dropping off their transactions into the drop box or by mail can be determined by the lobby representative instead of waiting.

Signage to inform the public such as, “In Training” for new employees is being used for public’s better understanding when dealing with new employees

If the DMVL must close windows during busy times, they are now closing windows which do not directly face the main lobby. This helps minimize the public perception of, “Where are the workers?”

The Task Force further recommends the Service Center take the following additional steps to improve public perception.

First, the Service Center must minimize and manage its vacant windows by filling the windows with back office personnel and staggering breaks and lunches, especially at peak times.

Second, take on a concerted effort with public education, through ads, pamphlets, etc., which would inform the public how to take advantage of mail-in opportunities versus coming into the DMVL and spending a large part of their day.

Third, the Service Center must consider additional signage such as, “Out to Lunch” or “Window Closed Due to Illness” to be used for better understanding from the public.

The recommendations of additional signage such as “Now Hiring” and information explaining the reasons for shortage in personnel were also considered. These were not considered as significant at this time; however, the Task Force recommends this be explored as a future improvement.

3. SERVICE FOR FLEET/COMMERCIAL CUSTOMERS

There is a lack of service for fleet and commercial customers that must utilize the services at the Center. The Fleet/Commercial window is available only as staff allows. Fleet and commercial customers tend to have multiple transactions which may cause the waiting times to increase for other customers at the Center depending on the number of transactions.

The Center occasionally has a window open for fleet/commercial customers; however, the frequency is inconsistent and the lack of consistency becomes frustrating for these customers.

Fleet and commercial customers with more than five transactions have been forced to pull additional tickets because of the artificial limitation placed by management on the number of transactions allowed per window. This creates inefficiency for the customer, causes additional wait times for other customers and is extremely frustrating.

RECOMMENDATION

The Task Force developed several recommendations on how to improve services for the Fleet/Commercial customers; however some were determined not to be feasible.

The following recommendations were determined to be not feasible at this time. First, if a fleet customer operated over 25 vehicles within the fleet, we recommended that all vehicles come due at the same time of year. This would require a change in state law in order for this to take place. Additionally, a partial payment for the first year would be required.



The second unfeasible recommendation was to “Deputize” employees of Fleet/Commercial customers to process their own transactions. This would

require software to be available to these employees; however, the state does not currently have software which would allow this type of processing.

The Task Force recommends that the DMVL encourage and educate Fleet/Commercial customers on the benefits of mail-in or drop off renewals. Encouraging these customers would help to reduce the number of transactions taking place at the Service Center and other satellite locations.

Fleet/Commercial customer should be allowed to take advantage of the on-line registration renewal system once it becomes activated in May 2006. This would allow for greater convenience and help divert additional transactions away from any of the physical locations of the DMVL.

A service fee (e.g. \$ 1.00 per transaction) should be charged for any in-person services that could have been accomplished thru mail in or on line service. This service fee, similar to those found at banks and other financial institutions, would help cover the additional costs associated with in-person transactions and may encourage customers to use alternative methods.

Fleet/Commercial customers should be allowed to merge their data information for upload to County system to speed up with transactions. Essentially, the information would be sent electronically, perhaps as an email attachment, to the DMVL. The DMVL would be able to download the information and process the transactions without having to physically review each paper renewal. Fleet/Commercial customers would be able to simply walk in, pay for the transactions and receive an envelope containing the completed renewals thereby reducing the time taken to go through these renewals one by one.

Special days and times should be established for Fleet/Commercial Customers. Concentrating these types of transactions on specific off-peak days would help reduce overall wait times during peak hours.

We also recommend providing additional staff to help educate Fleet/Commercial customers on how to calculate their fees and complete their paperwork correctly. Reducing errors and allowing these customers to prepare payments in advance of coming in to the Service Center or any other satellite locations would make these transactions more efficient thereby reducing wait times.

4. WALK-IN VEHICLE REGISTRATION

A large number of customers bring their vehicle registrations to the Center for renewal. Walk-in traffic increases wait times for customers because more transactions are entering in to the queue.

The Division of Motor Vehicles and Licensing sends out vehicle registration renewal requests annually via the USPS. These annual renewals provide

customers the option to register their vehicles by mail rather than having to come in to the Center to receive service.

Only 43.5% of customers use the mail-in system to renew their vehicle registrations. The Center processes approximately 6,700 vehicle registration renewals via walk-in per month. A portion of those transactions could have been completed via mail-in thereby decreasing traffic at the Center.

RECOMMENDATION

Walk-in vehicle registration by the public adds additional, often times unnecessary transactions to the service center as well as satellite operations. The goal would be to encourage customers with those types of transactions to use alternative methods such as mail-in or eventually via the Internet.

We recommend publicizing to the public those transactions that can currently be done by mail. This may be done by issuing a press release to the local media, purchasing ads in the local newspaper, and purchasing radio time. Additionally, handouts should be given to customers that perform their transactions at one of our physical locations. Contained within this handout would be an explanation of the various services that may be completed without having to come in.

The service representative may also explain to the customer that the transaction could have been done using one of the alternative methods.

Options should also be printed on the back of registration renewal forms along with an insert in the registration packet itself. This insert would further explain the alternative methods of receiving service from the DMVL.

The Task Force recommends the allowance for the forwarding of mail to notify those people that have moved since the last registration. This would reduce the number of people having to come in to process their transaction because it became overdue. People move and fail to update their address with the DMVL which then leads to the renewal documents being sent back due to a lack of forwarding.

We recommend there be pricing advantages for those who utilize alternative methods of processing. Encouraging customers to use alternative methods by adding a transaction fee has been used by a number of private institutions to increase diversion with some success.

We also believe the ability to accept credit card payments would have an effect on diversion to these alternative methods. It has been said that customers wait until the last minute to pay their registration fees due to financial restrictions. Allowing the acceptance of credit cards may help ease this burden for customers by providing another means of payment.

5. INSTRUCTIONS FROM STAFF

Customers using the Center receive conflicting information and instructions from staff. Customers have performed transactions, in the past, only to find out that the manner in which that transaction was performed is no longer valid.

Customers have attempted to complete transactions at the Center and experienced difficulty because they received conflicting instructions from different staff members.

RECOMMENDATION

It is recommended that measures be taken to assure that accurate and consistent information be provided by DMVL staff. The Task Force recommended, prior to the issuance of this report, that a lobby representative be provided.

As of this writing, one has been permanently stationed at the information counter specifically for DMVL. Since the lobby representatives are typically more experienced staff members, familiar with all of the transactions of the DMVL, and are readily available to answer questions, it is less likely that questions would be posed to an inexperienced staff member.

We further recommend the two agencies at the Service Center prepare handouts or instruction forms that clearly identify the transaction requirements. Staff would then provide this information to the public or make it readily available for pick up.

The County's website is an excellent communication tool that has been underutilized for the purposes of providing instructions. We recommend using and maintaining the County website to keep transaction requirements up-to-date.

The two agencies should conduct regularly scheduled staff meetings to discuss changes in requirements and keep staff up-to-date on current and pending events. In addition to these regularly scheduled meetings, staff training should be provided to help promote a more educated staff consistent with the desire to increase an overall understanding of the system and requirements.

6. DIRECTIONS ON USE OF THE CENTER

There is a lack of clear, understandable directions on how to properly access the various services available at the Center. Customers become confused and frustrated almost immediately upon entering the Center.

Instructions are provided at the main entrance to the Center in the form of signage on the wall or by pamphlet. The wall signage instructions are extensive, difficult to read and decipher, and are often overlooked by customers. Pamphlet instructions are not always available for customers to review and tend to have too much information making them hard to understand.

Customers wanting to learn more will not find any useful directions on the use of the Center on the website. Customers telephoning the Center to get information will also fail to receive any pre-recorded, informational type messages on the use of the Center.

RECOMMENDATION

Customers using the service center seem to have been confused and frustrated with the initial selection of services. This confusion and frustration has led to customers feeling alienated and angry when attempting to process their transactions.

As in the previous recommendation, we believe the addition of a lobby representative would both reduce the level of confusion and improve the level of customer service to our users. The recommendation for a lobby representative has already been implemented and has been extremely successful in improving overall customer satisfaction.

In the event a lobby representative is unavailable to provide instructions assistance, we recommend improving the signage located at the entrance of the center. The current signage tends to confuse people. New signage should be simple, concise and easy to read. Instructions should be clear, catch your attention and to the point.

There should also be communication to the public on when is the best time to come to the service center. It has been identified that transaction loads tend to be higher towards the last week and first week of every month. It should be recommended to the public that the mid weeks of the month are the slower periods and performing their transactions during those times may lead to faster processing.

7. SOUND

The sound levels at the Center are too loud for both customers and staff members. During peak times, the sound levels at the Center can become unbearable for staff trying to provide service to customers.

The ceiling tiles in the Center's lobby are made of metal and reflect customer conversations towards the service counters. The floors are hard linoleum which also contributes in moving sound towards the counters.

The walls lack any type of sound deadening material and the service counters are made of marble further allowing the excellent transfer of sound from the lobby to the counters. Customers, interacting with service representatives, often find themselves having to increase the volume of their voices to levels bordering on yelling in order to complete their transactions. The increase in volume to

overcome the reflected noise by both the customer and service representative may occasionally be misconstrued as argumentative or disrespectful.

RECOMMENDATION

The sound level is directly proportional to the number of customers waiting in the Service Center. Implementation of our recommendations should reduce the amount of customers which would reduce sound problems.

The Task Force discussed various ways to assist in keeping the volume level acceptable for both the customers and staff.

We recommend that indoor/outdoor carpet around the counters and in the lobby area will assist in absorbing the sounds. Mats at the counter spots may be another option to help reduce excessive sound.

Changing the acoustical tiles on the ceiling to a more sound absorbable type may help reduce overall sound. The current tiles merely bounce the sound around the Service Center. Sound absorbing ceiling tiles would help catch sound waves thereby making the Service Center less noisy.



Sound dampeners and baffles should be added to the ceiling along with wall treatments that could further help absorb errant and excessive sound.

The creation of additional seating outside so not all customers would need to wait inside would help reduce noise. Noise is especially excessive when children are present in the Service Center. Allowing parents and children the ability to be outside may help reduce noise.

In line with allowing people to wait outdoors, we recommend installing a remote information board located in the mall near the restrooms so customers would be able to shop and use the restroom without fear of losing their place in line. This would remove a substantial number of customers from the lobby area and further reduce noise.

8. SCHEDULING DRIVER'S LICENSE EXAM APPOINTMENTS

Customers have an extremely difficult time scheduling road test appointments with the DMVL. Customers may either call in between the hours of 7:45 a.m. and 8:30 a.m. or they wait at the main entrance to the Center prior to opening to take the test that day.

Customers attempting to call are often met with a busy signal because there are an inordinate number of people calling the one telephone number designated to handle these requests. Customers waiting at the main entrance before opening

are taken on a first come, first served basis. There are only a limited number of road tests available daily which means some customers may not be serviced.

The DMVL no longer takes advanced reservations from customers. Customers were able to book road test reservations up to two weeks in advance; however, it was deemed to be inefficient and cumbersome to maintain. The advanced reservation system was subsequently discontinued. The County of Maui does not have the ability to make online reservations at this time.

RECOMMENDATION

The Task Force tackled another daunting problematic area, the scheduling of appointments for driver licensing exams. While road exams are currently being administered at the War Memorial Complex, appointments are scheduled with a Service Representative ("SR") at the Service Center ("SC") via the telephone, or in person at the SC.

Prior to scheduling an appointment, the SR shall ensure that all necessary documentation is in the possession of the applicant. When an applicant calls the SC to schedule an appointment, and the SR is unavailable, a pre-recorded message will disclose the availability or non-availability of appointments. The pre-recording will let the caller know when to return the call to schedule an appointment with a SR on the next available date.



The Task Force examined the feasibility of scheduling exams during designated weekends and determined that the only way to accomplish such a feat is to increase staffing at the Division of Motor Vehicles. The administering of road tests by road examiners at various county-wide satellite offices is another alternative highly recommended by the Task Force. An area of adjustment as appointments is being considered for scheduling is the hours to accommodate appointments for high school students.

The Task Force addressed the practice of multiple appointments by recommending the creation of a non-refundable fee to be levied upon the culpable applicant.

It is the understanding of the Task Force that the Department of Finance is moving forward with its plans to develop on-line registration renewal capabilities.

The Task Force recommends that, once available, the public be encouraged to use this method of renewal. Furthermore, it is our understanding that an on-line road test appointment capability will be added which will greatly improve overall satisfaction.

9. RESTROOM FACILITY

There is a lack of public restroom facilities at the Center. Customers must exit the Center, walk to the center of the Maui Mall and then walk back to the Center in order to utilize the nearest facility.

Customers are forced to risk losing their place in line if they opt to use the restroom facility. The Center does not have a restroom pass to allow customers the ability to use the facility without the punishment of starting the waiting process over from the beginning.

The landlord, Alexander and Baldwin, has no intention of placing a restroom facility near the Center. Furthermore, the landlord will not allow the County to install portable restroom facilities near the Center.

RECOMMENDATION

The Task Force, through Managing Director Regan, contacted the current landlord, Alexander & Baldwin, to inquire on the ability to install a restroom near the service center. Alexander & Baldwin's property manager, CB Richard Ellis, explained that the landlord would be unwilling to install a restroom facility near the service center at this time.

Additionally, the Task Force inquired on the installation of portable lavatory units to be placed along the outer wall of the service center. Once again, CB Richard Ellis expressed an unwillingness to be flexible in allowing the County this option. According to the property manager, the landlord did not believe portable lavatory units would be in the best interest of the mall, its tenants or the public.

We believe improvements in the queuing system will provide customers a better idea of their placement in line and the estimated time to be serviced. Upgrading the queuing system to display this information would allow customers the opportunity to judge if enough time was available to walk to the mall restrooms located in the center of Maui Mall.

Furthermore, the Task Force recommends inquiring with Maui Mall on an acceptable location of a queuing board somewhere near the center of the Mall. This remote queuing board, similar to departure monitors at the airport, would allow customers to go to the restroom or visit vendors while monitoring their number.

10. FORMS

The forms in use at the Center are unfamiliar and confusing to complete. Service representatives provide conflicting instructions on how to properly utilize some forms available at the Center.

Frequently used forms are not available in any format except in paper hardcopy at the Center with the exception of one form, the Disabilities Placard Form, which is available on the County's website. The County does not offer the use of fillable format PDF files to its customers.

RECOMMENDATION

A determination was derived by the Task Force that one of the primary reasons for longer lines/wait time at the Service Center ("SC") window is due to its lack of explicit, clear instructions on forms necessary to complete a transaction. Procedures should be put in place to revise forms to include "completed sample" on the reverse side of a form; clear illustrated instructions on how to complete a form; instructions to complete a form available on the County website, and by facsimile.

11. ON-LINE TRANSACTIONS

Neither the DMVL nor RPT, located at the Center, allow its customers to complete their transactions online. All transactions must either be mailed in or performed in person at the Center or one of the satellite offices.

Other jurisdictions allow for numerous types of DMVL and RPT transactions to be fully completed online. There is currently no diversion of walk-in traffic associated with online capabilities.

RECOMMENDATION

It is recommended that On-Line Transactions be added to the capabilities of the DMVL and RPT. The task force realizes the effort required to provide such a service and has broken down the recommendations into Long and Short term categories.

In the long term, the department must continue working w/ MIS/Hawaii Information Consortium to provide on-line options for simple transactions with DMVL and RPT. People are becoming much more accustomed to doing online transactions.

The County should be looking at developing this capability since it would almost immediately reduce the amount of walk-in traffic to the Service Center. As motor vehicle registration is one of the more common transactions handled by DMVL,

the ability to handle this transaction alone should provide a major relief to the demands at the Service Center.

On-line applications that allow customers to input the required information prior to going to the Service Center should also alleviate some of the processing time at the service window. The clerk could simply access the completed form and complete the transaction by simply verifying a person's identification, receive required payment, etc., as required.

One major drawback in the Service Center's ability to do On-Line Transactions is the fact that the County currently cannot accept credit/debit card payments. Our short term recommendation is that the capability for the Service Center to accept credit/debit card payment be immediately added.

It was also noted that this capability would possibly reduce the number of end of the month, motor vehicle registrant caused by cash flow issues. Additionally, customers are continuously requesting alternative forms of payment other than by check or cash. Adding this ability would further show our overall commitment to customer satisfaction.

12. WEBSITE UTILIZATION

In researching the County of Maui's website, it seems that both the DMVL and RPT sections are not being utilized fully. The website tends to be cumbersome and cluttered which leaves the user frustrated when trying to locate information.

There is a lack of easily accessible Frequently Asked Questions (FAQ) which would then force customers to contact DMVL or RPT. Customers unable to contact via telephone may resort to coming in to the Service Center to seek answers to their questions.

There is a lack of available forms to be downloaded or accessed via the website which then forces customers to go to the Service Center to request forms for various types of transactions.

RECOMMENDATION

It is recommended that the DMVL website be better utilized and maintained to provide additional information and service to its customers. The website should be kept current to promote reliability and confidence.

The DMVL should maintain a list of current employment opportunities at the Service Center. This could both promote potential recruitment and also advise the public that the Service Center is actively pursuing fulfilling of its manpower shortages.

The FAQ's section of the website should be updated to include current, up-to-date concerns of its customers. Providing this information would reduce the number of calls to the Service Center and help towards improving overall customer satisfaction.

Printable forms should be provided for customers to review and complete prior to their arrival to the Service Center. These forms should include clear instructions and requirements of the subject transaction to avoid misinterpretation.

A description on the use of the Service Center should also be included on the website. This should include, but not be limited to, what to do when you get there, how the queuing system works, average wait times, best time to go, etc.

With the high number of customers served on a daily basis at the Service Center, resources should also be allocated to the publicity of this website. The public needs to know it is available and how it can help them. By utilizing the website, customers can be better prepared for the visit, have reasonable expectations of what will occur and possibly find out other ways to handle a transaction (to avoid a visit)

13. TRAINING

Customers conducting transactions at the Service Center have received conflicting information from multiple service representatives. There is a lack of a unified message to customers regarding certain transactions. This tends to create frustration amongst customers who must return to the center in order to complete transactions that were delayed due to instructions provided by staff.

Customers have gone to one representative and received instructions on how to correct issues only to return, be serviced by a different representative and be turned away again due to additional issues identified by the second representative. Lack of consistency in providing clear, concise instructions to customers creates distrust and a general lack of confidence in the staff.

RECOMMENDATION

Training of New Service Reps should focus on specific core transactions. Example: D/L renewals, Learner Permits, Car renewals, car transfer etc. This will provide a strong base on which to expand their training. By designating the same staff member to do the training would provide the consistent information that is needed.

By allowing all service reps including the Call Center and Satellite Offices, weekly or bi-weekly training meetings (see hours of operation) would help to provide the needed and correct information to all. Staff must receive info in a timely manner to correct any misinformation or improper procedures.

For the public, basic core functions/instructions could be printed as hand outs by all service reps but especially by the lobby rep. This would help them get the correct information before starting the procedure at the center. This handout could also include hours of operation, call center phone number, Satellite offices hours etc.

With a more consistent time for training this should help produce a more productive service rep and help public perception at the same time.

14. COMFORT/DIVERSION/DISTRACTION

There is a lack of comfort, diversion and distractions at the Service Center. The lobby area seating is uncomfortable for individuals waiting excessively long hours to receive service.

There is a lack of attention getting distractions or diversions for customers waiting at the center. Customers are forced to wait in the lobby area for hours without any form of entertainment or access to informational resources.

There is no television, magazines or other forms of distractions available to customers. Other organizations and businesses with lobby waiting areas generally provide magazines or television to help relax customers waiting to be serviced.

RECOMMENDATION

A TV has been placed in the Service Center to accommodate for the long waiting periods. Several other suggestions were made such as installing a water cooler or fountain, installing vending machines and having Wi-Fi available. The members felt that it would be much better for the customers to go to the mall for food and drinks than to have it available at the Service Center and have to clean up the mess all the time.

Wi-Fi was not recommended as you may have a lot of customers using the system that are not customers of the Service Center but wanting free internet service. The members felt we should not encourage the public to use the facility unless they were there for the DMVL.

15. CENTER COLOR

The Service Center color is extremely bright white which tends to annoy both customers and staff alike. The color scheme is uniform throughout the facility and does not offer any visual break up to help provide a calming effect.

The color of the center may play a role in the attitude of staff and customers as it has been determined that the color puts people on edge. The color scheme of other similar facilities is calming and not as bright.

RECOMMENDATION

The Service Center is painted a stark white that is not friendly to visitors or staff. It was recommended that a paint scheme that would assist with moving customers around the area such as photo area painted one color and Real Property Tax another and so on.

The county may want to offer to have local artist display their work for short periods of time to add color and interest as well as showing off the talent of Maui County. Kaunoha Senior Center may be an excellent source for artwork as they often displays student's artwork throughout various county facilities.

16. SOFTWARE ADEQUACY

Titles, registrations and drivers' licenses are processed via links to the State's mainframes in Honolulu. These are old, but reliable mainframes. Information on current titles, registrations and drivers' licenses are retrieved from these mainframes by SC staff and law enforcement. The bulk of SC transactions are in this category.

This setup does not offer any option to retrieve previous titles or documents and affidavits submitted for issuing of titles, registrations and drivers' licenses. There is currently no other computerized system to retrieve these documents from either and the SC must keep copies of current and old titles as well as affidavits, completed forms and applications in manual filing systems.

The need to retrieve paper documents to process current tasks requires two fulltime employees to be dedicated to retrieval and re-filing of documents. When staff at satellite offices needs information from the central SC files, they must go through the call center staff that in turn dispatches a "runner". If either the call center or runner is not available, the transaction cannot be completed at that time.

The lack of consistent systems support, double entry of data, lack of standardized document sizes, lack of a system for electronic scanning and retrieval of records, and the requirement that all transactions are handled manually all add up to underutilization of current staff and thereby limits the ability to serve the public efficiently. As long as the status quo continues, hiring more service representatives will not have nearly as much impact as the additional man-hours would imply.

RECOMMENDATION

The foremost impediment to productivity is the lack of ability to bring downed systems back up in a timely manner.

Assigning a MIS type employee to the SC would make a tremendous difference.

The 30+ year old State mainframes offer current status of registrations and driver's licenses, but no historical records. To end the need to store a gargantuan amount of paper documents and daily retrieve and re-file from these documents, a system for imaging, indexing and retrieval of these documents must be put in place and allow access to the information from the satellite offices as well. The imaging system should be done in 2 sections:

- 1) Setting it up so that all new transactions automatically are indexed and imaged during the processing of transactions.
- 2) Using a combination of imaging and OCR (optical character recognition) technology get all the old documents imaged, indexed and added to the database.

The need for an imaging system for the SC cannot be emphasized enough. With 12-13,000 new transactions in each month, which each consist of 1 or more pieces of paper the SC is gradually being bogged down if it continues along the current path. Creating the imaging system and database will create a system that is separate from the ones on the State's mainframes.

If the connectivity and operation of the State's 30+ year old mainframes is as good as suggested, implementation of the recommendations above should result in substantial productivity gains.

If connectivity with the State mainframes indeed is an issue or if the new planned online services cannot be integrated with the old mainframes in a way that fully automate their related back-office operations, this will hamper both general SC productivity and the efforts to move towards more of a self-service model. In that case the County should look at creating a sister system that has its own direct interface with Federal and other systems.

Such an option will in the short to medium term be more expensive to install and maintain than the add-ons above, it will however allow for full utilization of all modern productivity tools. As the facts about the current situation become better documented, this option can be weighed on its merits.

17. HOURS OF OPERATION

The hours of operation at the Service Center are inconvenient. The hours are not flexible and do not provide options for those members of the public unable to take off from work or otherwise complete their transactions before the 4:00 pm closing.

Customers are forced, due to the excessive waiting times, to take vacation time or other forms of time off from their employers to perform their transactions. The center is not open on weekends nor is it open, at the very minimum, one night a week to allow after hours transactions.

RECOMMENDATION

Hours of operation should be in place which would provide for the timely closure of the service center. The queuing system should be used to determine if the customer number will be reached for service that day. The lobby rep should be made responsible to stop issuing numbers earlier in the day. This will ensure that all who do have numbers would be serviced. Or simply stated, a person at the counter at the designated time will be the last customer serviced.

The center should provide service to customers who work regular 9a to 5p hours by opening later and closing later once per week. The center should also offer Saturday morning service at least once a month.

By opening at 8:30 one day a week this would provide the service representative additional time for training. By offering Saturday and once a week late hour service, we would provide the public with a more flexible Service Center.

By offering one Saturday a month this could reduce the staff overtime/cto on the daily basis and allow management more control.

18. PUBLIC EDUCATION

There is a general lack of any public education by DMVL or RPT on how to utilize the center's services. This lack of education may result in customers lacking the understanding of what services are offered.

The forms available at the center are cluttered, hard to read and not readily accessible to customers wanting to gain information on various services. The DMVL does not provide adequate public education that would help the public gain knowledge on its services.

There have not been any press releases, newspaper articles, or newspaper ads that would have furthered the publics understanding.

RECOMMENDATION

We recommend that a community bulletin identifying initiatives be created and distributed to all customers. This would provide the public with answers to what the county is doing to improve itself and explain how these improvements would help them overall.

The DMVL staff should look into giving presentations at various locations as a way to increase public awareness about their services provided, address most frequently asked questions and inform the public about what services can easily be done through US mail to avoid waiting at the Service Center.

Press releases should be sent regularly to help keep the public informed of changes in service. People want to know what is happening and press releases to the various media are an effective means of getting the news out to the public. The County of Maui PIO and management should conduct periodic news flashes via radio and newspaper to inform the public about any changes or updates regarding DMVL transactions and/or events.

Office on Aging should be utilized to provide assistance on processing or bringing customer transactions for our elderly customers. This would help reduce the frustration and confusion some of our customers have when trying to perform some of the more complex transactions.

The SCTF recommends having the DMVL partnering with the Office on Aging and Kaunoa Services to assist the seniors in getting proper paperwork together and avoiding commuting to the Service Center. Offering these services will reduce common concerns most seniors currently experience at the Center.

SECTION V: CONCLUSION

The Mayor's Service Center Task Force identified eighteen issues and/or concerns which, if addressed, would help improve the overall experience of customers at the Service Center. The recommendations presented were established through extensive review and research by the members. It is important to recognize this report as the first step in the process to overall improvement.

Technology was one major theme to improving overall operations at the Service Center, as well as, throughout the DMVL system. There is a definite need for dedicated support through the Management Information Systems Division of the Department of Management. This dedicated position would be available to immediately assist the Service Center with connectivity issues, software issues or other hardware related issues thereby reducing any down time of the system.

Staffing is another major theme which will lead to making the customer experience better or worse. We believe staffing levels, although much improved over the past two years, are still below where they need to be given the volume of transactions being processed. The current administration has shown commitment to supporting the needs of the department; however, it will ultimately be up to the department to track these staffing needs and relay their needs to upper management.

The current administration has identified satellite operations as the next major focus area for DMVL operations. Their intent will be to make these satellites more robust. This initiative may require a commitment to additional staff to ensure customers are properly serviced at these locations.

As the Service Center moves forward in implementing the Task Force's recommendations, it is important to note that the dynamics may change. This report should not be labeled as the definitive document which, if implemented, will eliminate all issues or concerns of the Service Center. Rather, this document should be utilized as the first step in a never ending process of continuous improvement for all operation at the Service Center.

The fact remains that new issues or concerns may arise from the implementation of these recommendations; however, through embracing the concept of continuous improvement, these new issues or concerns will be addressed by those involved in the process. There is a renewed sense of ownership by those directly involved in Service Center operations.

In closing, the Task Force appreciates the opportunity to play a role in the improvement efforts at the Service Center. We sincerely believe the implementation of our recommendations, by the administration, will result in an overall increase in customer satisfaction.

APPENDIX A: ATTRIBUTIONS

This Task Force report would not have been possible without the hard work and dedication of the following individuals:

TASK FORCE FACILITATORS:

KEITH REGAN, MANAGING DIRECTOR, FACILITATOR

KALBERT YOUNG, FINANCE DIRECTOR, CO-FACILITATOR

TASK FORCE MEMBERS:

ETHEL GOODS, DEPARTMENT OF CORPORATION COUNSEL

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ERIC MATSUDA, S.S.F.M.

DONNA MELLEMA, DEPARTMENT OF FINANCE, DMVL

MARTIN MICHEELSEN, DOLPHIN GALLERIES, INC.

DONNA SPEED, GOODFELLOW BROTHERS, INC.

TRACY TAKAMINE, DEPARTMENT OF PUBLIC WORKS AND ENVIRONMENTAL MANAGEMENT

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RESOURCE STAFF:

JACOB VERKERKE, MIS ADMINISTRATOR

LITO VILA, DMVL ADMINISTRATOR

APPENDIX B: PROJECTS AND ACCOMPLISHMENTS

SUMMARY DESCRIPTION

DMVL PROJECTS IN PROCESS

1. Central Road Testing Facility

a. Description

A Central Testing Facility at the War Memorial Stadium will reduce walk in traffic at the Service Center by diverting all road test applicants to this facility. This will also free up much need space to allow processing of other DMVL transactions at the two counter work stations. Upon full implementation this facility will handle all road test appointment requests for DMVL offices in Kihei, Makawao, and Lahaina. This facility will also collect road test fees, process, produce, and issue driver license to applicants who pass their road tests. Two clerical positions (DMVL Service Rep I's) will be required to staff this position as well as a portable office. These were requested for in the Division's FY2006 Budget request.

b. Status

With the cooperation of the Department of Public Works, a 12 X 24 trailer will be utilized until the portable office is installed. The Driver License Examiners will relocate as soon as our MIS Department installs the computer connectivity.

Council approved \$175,000 for the portable office. However, Council did not approve the 2 clerical positions. Therefore, all applicants for road tests will be required to pay for and obtain their licenses at the Service Center or Satellite Offices.

We plan to re-submit our request for these two positions in FY2007 budget.

2. On-Line Motor Vehicle Registration Renewal

a. Description

This project will divert customers from mailing or walking in their motor vehicle registration renewals. We hope to initially obtain a diversion rate 7% of the 11,000 registration renewals on a monthly basis. We also plan to install self serve kiosks in the Service Center where our Lobby Service Representative will assist or show customers how to renew on-line. With continued public education our goal is to increase the percentage of customers who utilize this transaction method. This project requires that the County accept payments by credit cards.

b. Status

We have the back end processing equipment in place (referred to as our Batch Renewal System BRS). The BRS system is presently used to process, print, and decollate mailed in Motor Vehicle Registration Renewal.

We are waiting for the MIS Department to finalize the front end processing and for Treasury to enter into agreement with a credit card company.

3. Self Serve Kiosks in the Service Center Lobby

a. Description

Once On-line MVR is in place, we plan to install self serve Kiosks in the Service Center Lobby. Our Lobby Service Representative will educate and assist customers. We anticipate that once, these customers are shown the ease of using the system they will utilize the system the following year. The system will be available via any internet connections.

b. Status

This project is dependant upon implementation of MVR On-line program.

4. DMVL Service Representative stationed in the Lobby

a. Description

The objective of this project is to enhance customer service by providing assistance to customers by assisting, screening for required documents, answering questions before they wait in line.

b. Status

The full implementation of this project is dependent upon sufficient staffing levels. When staffing levels are sufficient, a Service Representative is assigned to perform these duties.

5. Document Imaging or Frequently Accessed Records

a. Description

The objective of this project is to improve Customer Service by providing easy retrieval of frequently required records needed to process transactions. This project will also lessen the Division's need for filing space.

b. Status

MIS is presently working on procuring a vendor. A list of the most frequently accessed documents has been identified and will be imaged on the first phase of the project. In the long term- we plan to image most of our documents.

6. Expansion of Satellite Facility and Operations

a. Description

One of the goals of DMVL is to provide DMVL related services to the various population centers throughout the county. In addition to the Service Center we have offices in Molokai, Lanai, Hana, Kihei, Upcountry, and Lahaina. The Kihei, Lahaina, and Upcountry offices are undersized with minimal office facility and a staff of 2. Staff resource coverage during approved leaves is provided by staff at the Service Center.

We plan to increase the office space at Kihei, Lahaina, and Upcountry to approximately 1400 square feet. Have a staff of 4 (1 supervisor, 2 service reps and 1 examiner). This staffing level will enable the office to remain open from 8 am to 3:30 pm instead of closing from 10:45 am - 12:00.

b. Status

Council approved 2 additional examiners in FY 05 for Lahaina, and Kihei. These examiners will be filled through internal promotions. These employees have already been interviewed and selected. However, we have just completed recruiting for their replacement estimated start date is Mid-July. After these replacements are trained the examiners will be deployed to Kihei and Lahaina.

Council approved 1 additional driver license examiner for FY 06 (funded for 6 months only).

We have requested State funding for 2 additional positions for FY-6 (1 for Upcountry and 1 for Lahaina). We are waiting for the State's reply to our request.

7. Expand DMVL Services for Hana

a. Description

MVR service is provided once a month in Hana by assigning a Service Center Staff and a driver license examiner is also scheduled to administer light vehicle road test once a month. Other Driver License services are minimally provided by an employee

from Public Works. This level of service has caused many complaints from residents of the area. The Public Work staff has been unable to accommodate requests for additional service functions due to work load.

The proposed solution is to hire 1 full time DMVL service representative for the Hana district. This position will provide MVR, DL, Road Tests, and other DMVL services.

b. Status

Council approved 1 additional position for FY06. However, this position is funded only for 6 months.

8. Expand number of Service Counters at the Service Center

a. Description

The DMVL presently has 9 service counters. Of these counters:

- i. 1 is designated to handle business licenses, dealers, fee for service reps as these transactions are often very lengthy.
- ii. 1 counter is designated for road test check in and processing and issuance of written test. This window also monitors the test room.
- iii. 1 for driver license production, and
- iv. 6 counters are utilized for all other transactions.

Prior to the relocation from the War Memorial Gym Complex the DMVL had a total of 15 service counters: 5 at motor vehicle, 8 at driver licensing, 1 at financial responsibility, and 1 for disabled parking and safety checks.

We have the ability to create 2 additional service counters: 1 between counters 13 and 14 and 1 at the camera production area. These would bring our number of service counters to 11.

b. Status

We requested for and Council approved \$25,000 for FY06 to build these two additional service counters.

Two more service counters would be ideal. However, the service center configuration limits any further additions.

One possible recommendation would be to modify the service counters presently utilized by the RPT division. RPT has 7 designated service counters which are very under-utilized. A 6 foot portable was erected in the service center lobby to demarcate these

counters from the DMVL service counters and hide them from the view customers. The 6 foot portable wall also diminished the lobby waiting area.

9. Revise Filing System

a. Description

The DMVL does not have enough space to meet our record retention requirements. Records are being store in banker's boxes and stacked on top of filing cabinets. While the imaging project will diminish future need for filing storage, we need to address this by purchasing mechanical vertical filing system. We plan to submit this request with our FY07 budget submittal or submit a supplemental budget request in FY06.

b. Status

Pending source and availability of funds.

10. Implement Vanity Plate Order database program

a. Description

Improve customer service delivery and processing of vanity plate orders by developing and implementing a database program specific to our needs and procedures.

b. Status

Implemented - March 2005.

11. Implement Taxicab Business License database program

a. Description

Improve customer service delivery and processing of Taxicab Business Permits by developing and implementing a database program specific to our needs and procedures.

b. Status

Implemented - January 2005.

12. Implement Taxi Driver Permit database program

a. Description

Improve customer service delivery and processing of Taxi Driver Permits by developing and implementing a database program specific to our needs and procedures.

b. Status

Implemented - December 2004.

13. Install Television at Service Center Lobby

a. Status

Installation complete, television currently in operation.

14. Implement Miscellaneous Business License database program

a. Description

Improve customer service delivery and processing of Pawnbroker, Second Hand Dealer, Auctioneer, Auto Dismantler, Bike Tour, and Selling of Firearms by developing and implementing a database program specific to our needs and procedures.

b. Status

Implemented - April 2005

15. Install Automatic Call Distribution system for Call Center

a. Description

Install an Automatic Call Distribution System (ACD). The ACD will receive and manage the DMVL incoming general public calls that are transferred from the automated attendant to the DMVL Call Center UCD. This will resolve frequent customer complaints of being recalled (looped back into the automated attendant) while waiting for a DMVL Service Representative to assist them. The ACD system will also provide management reports such as: call distribution, dropped calls, average call time, and call volume.

b. Status

Council approved \$9,500 for FY 06.

16. Implement MVR on-line transaction History Retrieval at each Service Counters

a. Description

Upgrade Service Counter CPU provide increased processing capacity to run and accommodate an Oracle Database that

accesses historical, back to 1997, Motor Vehicle transaction. Once in place and staff are trained, they will be able to retrieve the information from their work station in lieu of spending exorbitant amounts of time manually locating the information that is stored in microfiche.

In addition, we are planning on converting mvr microfiche records retro from 1997 through 1990 to a pdf format so they may be retrieved and views on-line.

Once complete we will realize time savings in retrieving required information to process customer transactions and gain significant efficiencies in responding to the myriad of records that are subpoenaed.

b. Status

Computers have been upgraded. We will be scheduling staff training to utilize the system in July.

With assistance from MIS - lowest quote for the pdf conversion is approximately \$24,000. We need to find a funding source.

17. Implement on-going staff training

a. Status

On-hold - dependant upon adequate staffing levels.

18. Implement Fraudulent Document Recognition Training to staff

a. Status

On-hold - dependant upon adequate staffing levels.

19. Acceptance of Credit Cards for payment over-the-counter.

a. Description

Many customers request that they be able to pay with their credit cards. This project will be implemented in two phases. Phase I will be for on-line via internet Motor Vehicle Registration renewals. Phase II will be acceptance over the counter.

b. Status

Phase I is pending MIS completion of On-Line MVR renewal system.

Phase II will require the purchase and installation of required peripheral equipment.